SYNOPSIS

ON

THE EFFECT OF ETHICAL LEADERSHIP ON EMPLOYEE CREATIVITY AND WORK ENVIRONMENT IN THE INDUSTRIAL SECTOR

For Registration

in

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Introduction: Ethical leadership is leadership that is directed by respect for ethical beliefs and values and for the dignity and right of others. It is thus related to concepts such as trust, honesty, consideration, and fairness. Ethical leaders significantly influence work attitude and behaviors such as voice behavior, moral identity and organizational citizenship behavior (Brown and Trevino, 2006). Ethical leaders draw attention to ethics by explicitly talking about ethical issues (Kalshoven et al., 2011). Ethical leadership emphasizes morality as a key personal and professional trait, focusing specifically on trustworthiness, credibility, care, fairness, and role modeling (o' Keefe, Messervey & Squires, 2018).

Examples of ethical leadership: ethical leaders, including: Mahatma Gandhi, who motivated others through the kindness and patience he showed individuals as he worked to improve world conditions.

According to COR theory (Hobfoll, 1989) "Ethical leadership, help employees to obtain more resources".

According to Brown & Trevino, (2006) "Ethical leaders are expected to use communication, rewards, punishment, and modeling to influence employees to behave in an ethical and positive manner".

According to Kalshoven, (2011) "Ethical leaders treat employees with respect, keep promises allow employees to have in decisions, and clarify expectations and responsibilities.

Ethics refers to a set of principles and moral rules of behavior that guide human relationship about what is morally good and bad, this definition proposed by Brown.

Key Elements of Ethical Leadership

Trust: When an organization's leader is reliable, willing to admit mistakes and trustworthy, subordinates tend to have confidence in leadership. Employee believe that leaders will keep promises and therefore are willing to commit to the organization's goals as well.

Integrity: An effective leader honors commitments and express subordinates and business partners to do so as well. She maintains loyalty, apologizes when necessary and takes responsibility.

Relationship: Ethical leadership creates and maintains a safe work environment for the workforce. All employees get treated with dignity and respect, regardless of their level in the organization.

Transparency: Ethical leader realizes subordinates watch her closely to decide how to act themselves. He/she makes decisions carefully and communicates a timely manner.

EMPLOYEE CREATIVITY

Employee creativity is the ability to produce innovative ideas and concepts that are useful for problem-solving (Amabile and att 2016).

Creativity refers to the conceptualization, production and development of novel and beneficial ideas, processes by individuals or group of individuals in a complex social system (Shalley et al., 2000, 215;)

Creativity is defined as the production of something for the first time, and in the organizational context it can result in dramatic change. Hence, an exploration of the concept of creativity can be valuable in attempts to understand the phenomenon of change and ultimately organizational efficiency and survival and other scholars perceive creativity as an idea that generates new and useful solutions.

According to Amabile, (1988) "examined the possibility that characteristics of organizational contexts contribute significantly to employee's creative performance at work".

According to Bharadwaj and Menon, (2000) "creative employee provides an organization with important inputs for subsequent development and implementation of new products and service, and new work processes and procedures".

WORK ENVIRONMENT

Work environment refers to the atmosphere of an organization where employees to do their work. It is related to the climate of a particular organization where its employees do their duties. For instance, a good working environment is one that comprises all the factors about a job such as; the facilities to do the work tasks, comfortable workplace, safety and absence of noise (Danish and Ahmad, 2013). To succeed, organizations should design their work environments in a way that they can increase the level of employees' commitment and motivation that ultimately would lead to favourable outcomes.

According to James and James (1989) identified several dimensions to measure work environment and they include: "job challenge, job autonomy, leader consideration and support, leader work facilitation, work group cooperation, workgroup esprit, role ambiguity, fairness and equity of reward system".

According to Denton, (2005) work environment is on of the factors that effects employees' decision to stay with organization.

According to Ollukkaran, (2012) work environment tends to have positive or negative effect on certain job outcomes like environment, commitment, and intention to stay in an organization.

REVIEW OF LITERATURE:

The literature cites the various studies relating to employee resilience, wellbeing and learning organization in the industrial sector in India. The following paragraphs highlight the brief review of various studies conducted in this area.

Kim and Brymer (2011) investigated the effects of ethical leadership on a hotel middle manager's job satisfaction and affective commitment, which in turn influence that manger's behavioral outcomes that can also impact the hotel's performance in U.S. Mail surveys were distributed to 30 U.S. hotels, representing more than 8 different national and international brands and 324 middle managers participant's in the survey. Descriptive statistics were used to describe the respondents' demographic profiles, and Structural Equation Modeling (SEM) was utilized to test the proposed research hypotheses. Confirmatory Factor Analyses (CFA) were used to performed in order to assess the unidimensionality of each scale. It was found that hotel middle managers who experience high job satisfaction and organizational commitment with pride and care for their organization are less likely to quit their jobs and further suggested

that ethical codes should provide moral guidance, insight, and vision by means of communicating ethical values to its hotel organization members.

Hassan et al; (2012) examined how ethical leadership and empowering leadership are related to leader-member exchange relations, affective commitment, and leader effectiveness in USA. Ethical and empowering leader behaviors are likely to be associated with high-quality leader member exchange relationship based on trust, mutual liking, and respect. Data were collected using questionnaires filled out by 259 subordinating of public and private sector managers and use of means, standard deviations, reliability coefficients and correlation coefficients for all five measures included in the study. Relationship among variables were analyzed using structure equation modeling. Finding from this study ethical leadership and empowering leadership maintaining their independence use training and development programmed. Suggested that ethical leadership and empowering leadership have positive associations with leader-member exchange relations, and perception of leader effectiveness.

Kalshoven et al; (2012) investigated a mediated moderation model proposing the moderating role of job autonomy and the mediating role of responsibility in the relationship of ethical leadership with helping and initiative in The Netherland. Data from this study was requested from 299 followers and 103 supervisors working in 15 different organizations in The Netherland. Confirmatory factor analysis (CFA) model to analysis these variables and hypotheses were tested with regression analyses. It was found that important role's for demonstrated responsibility and job autonomy and when autonomy is high, followers have more discretion and are likely to be more open to the influence, ethical guidance, and role modelling of an ethical leader than in prescribed contexts in which they have less discretion and need less such behavioural guidance.

Jyoti and Dev (2014) explored the relationship between transformational leadership and employee creativity in Jammu. Data have been collected from employee working at the airtel and Aircel call centers of J&K (India). A two-step approach to structural equation modeling was applied and the collected data were used to assess the scale-level reliability and validity of the study. Finding revealed that there is a positive relationship between transformational leadership and employee creativity and it is being moderated by learning orientation.

Dinc and Aydemir (2014) explored the demonstrates that ethical climate and education level of employees were positively related to their job satisfaction, ethical climate and ethical leadership were positively related to organizational commitment, but education level of

employees was negatively related to their commitment to organizational and job satisfaction and organizational commitment were positively related to organizational citizenship behavior. Data were collected from private universities in Bosnia and Herzegovina. A total of 260 survey instruments were distributed to employees in four universities. For testing the dependent and independent variables, a linear regression analysis was used. It was concluded in the study employees' job satisfactions, their commitments to organization and extra-role behaviours increased by ethical leaders who are good role models and by the ethical climate which is shaped by these leaders.

Jaiswal and Dhar (2015) investigated relationship between how servant leadership, trust in leader and thriving drive employee creativity in Roorkee. Servant leadership can determine numerous positive behavioral outcomes at individual group and organizational level and using a dyadic sample of 48 teams, 35 organizations to participate in our study and Confirmatory Factor Analysis (CFA) model analysis. The study adopted a cross-sectional design and the data were collected from employee working in India firms. Findings of this study revealed that leaders instilled trust within followers, which acted as a mediator in predicting creativity. Further, thriving was found to act as moderator that influenced the relationship between trust in leader and employee creativity and also indicated that thriving employee exhibited a greater degree of creative behavior when they trusted their leader.

Lin and Liu (2016) examined corporate social responsibility and ethical leadership are two major pillars for business organizations for example improve stakeholder partnerships. Examine ethical leadership and self-efficacy as moderators in the formation of turnover intention. Of the 300 questionnaires distributed to the subjects, 223 usable questionnaire response rates of 74.33 in Taiwan. The survey data were first analyzed using a two-step SEM approach consisting of measurement and structural model testing. Two step structural equation modeling applied to analysis the hypothesis relationship. Findings of this study indicate that corporate social responsibility and ethical leadership are both related to work engagement positively and burnout negatively.

Ren and Chadee (2016) explored how employee perceptions of the ethical conduct of their leaders affect their job satisfaction in the context of the workplace in China. Employee survey data from a sample (n=388) of professional employees in nine organizations in Beijing, China and analysis of this data used structural equation modeling technique. The theoretical understanding of the ethical leadership-job satisfaction relationship by highlighting the

mediation role of self-efficacy and show that as expected, self-efficacy positively and strongly mediates the ethical leadership-job satisfaction relation. The findings revealed that employee relationship with their leaders may act as a substitute for ethical leadership in the Chinese workplace and future research could investigate the effects of ethical leadership on job satisfaction or different cultural context.

Ozbag (2016) aimed to analyze the link between five factor personality traits (Neuroticism, openness to experience, Agreeableness, Extraversion, Conscientiousness) and ethical leadership in Turkey. Ethical leadership as a separate style and describe the concept as a combination of integrity, honesty, ethical standards, and fair treatment of employee. Participants in this study belong to Marine Business Administration Department of Kocaeli University and 144 respondents 109(76%) were men, and 35(24%) were women and overall Alpha reported of 0.75-0.81. Analysis of this study uses of regression analysis to examine the hypothesized relationship between big five traits and ethical leadership. It was concluded that three of the Big Five personality traits, leaders' agreeableness, conscientiousness and openness to experience, were positively related to subordinate perceptions of ethical leadership.

Engelbrecht and Heine (2016) analyzed joint relationship between leader integrity and work engagement through the mediating role of ethical leadership and trust in the leader, in South Africa. This study uses non-probability convenience sampling as a way of obtaining the sample. The research hypotheses were empirically tested using a sample size of 204 respondents which consisted of employees operating within various organizations in South Africa. Objective of this study was to validate a theoretical model explicating the structural relationship between the variable in the business contexts. It was found that the role of ethical leaders in creating ethical and trusted work climate is conducive for employee engagement.

Sanda and Arthur (2016) explained in his research, how authentic leadership and transactional leadership styles in Ghanaian telecom firms influence employees, creativity, and the effect that climate for innovation and work-related flow have on such influencing relationship, in Ghana. Data were collected from 335 employees in five mining firms and descriptively and inferentially and use of regression analysis. Findings have shown positive influence of authentic and transactional leadership style on the employee's creativity.

Yang and Wei (2017) examined in his research, the impact of ethical leadership on employee task performance, specifically the mechanisms through which ethical leadership impacts employee task performance along with the moderating role of employee's proactive

personality, in China. Data were collected from (352) employees and their immediate supervisors in an insurance company in a Southern Province of the People's Republic of China (PRC). Confirmatory factor analysis (CFA) was conducted to test the factor structure as well as the convergent and discriminatory validity of the scales and multiple regression analysis was used to test the research hypotheses. Employee task performance is critical for a firm's competitive advantage. It was found that ethical leadership had positively influence on employee task performance. Organizational identification (OID) mediates the relationship between ethical leadership and employee task.

Madanchian et al; (2017) study concentrated on the ethical leadership and leadership effectiveness among SMEs in Malaysia. Previous researches had shown that leadership is an important factor for organizational success. Main objective of this research is to provide insight which might be helpful for practitioners of SMEs of service industries and for the researchers who are interested in studying about ethical leadership. The quantitative approach is employed for data collection and analysis. To test the hypothesis, data were collected from 150 Malaysia SMEs operating in service sector specifically information communication technology. Exploratory factor analysis (EFA) was used to assess the variance and covariance. It was found that ethical leadership have positive and significant effect on leadership effectiveness, in SMEs.

Aryati et al; (2017) studied the effect of ethical leadership, ethical climate and organizational commitment on employee deviance at workplace, in Indonesia. In this research it was found that unethical behavior has adversely affects the productivity and performance within an organization. This study was conducted in Malang Regency Government by using a sample of 120 respondents and use of Generalized Structured Component Analysis (GeSCA). It was found that the effect of ethical leadership is either direct or indirect toward the deviant behavior in the workplace and indirect impact of this ethical leadership includes the sharpened perception of ethical climate which eventually will reduce the deviant behavior in the workplace.

Boakye (2017) examined the relationship between transformational leadership, which include an ethical component and organizational climate of innovation. Data was collected from 96 mangers as well as non-manager from the field was analyzed using regression and independent ample t-test and simple random sampling respectively. Relationship between job involvement and organizational commitment, can be improved by assigned the responsibilities and duties according to capability, experience and education changing the employment status from

contract to official and contractual position by managers so job involvement cab be by changing enhanced and finally, the more commitment of employees to the organization be provided.

Ko et al; (2017) examined ethical leadership is not only associated with a leader's traits and ethical behavior's but also linked to value-based management and ethical leader is viewed as an authentically moral person by his or her followers and as a moral manager who effectively influences employees. Analysis of 64 articles the measures of ethical leadership and units that were applied in those article and chronological distribution of the survey-based empirical studies included in our analysis. A wide variety of leader characteristics and situational influences should be explored in order to learn how to cultivate ethical leaders more effectively outcomes related job and organization, follower life and family satisfaction. It is concluded that understanding of ethical leadership development and influence process can improve their effectiveness.

Semedo and Coelho (2018) investigated of this paper how authentic leadership predicts creativity both directly and through the mediating role of affective commitment and job resourcefulness, in Portugal and suggest that authentic leaders promote positive relationship between leaders and employees which results in better attitudes, which in turn, enhance employee's creativity. Data collected from a questionnaire administered to a sample of 543 employees have been analyzed and using structural equation modeling (SEM). Finding of the study are conclusive and contributed to a better understanding of authentic leaders and its implication for employees' emotional bond, their ability to introduce new and useful ideas.

Afsar and Shahjehan (2018) examined how ethical leadership relates to employee's moral voice through trust in the leader-follower value congruence and moral efficacy. This study was conducted in construction companies located in Islamabad, Pakistan, collecting multi-source data from 364 employees and measured on a five-point Likert Scale. To examine the discriminant validity of our measures, confirmatory factor analyses (CFA) was conducted. Future studies can also improve the explanatory power of the model proposed by adding further variable (moral identity, perceived behavioral control). It was concluded that there was an interaction between ethical leadership, trust in the leader and leader−follower value congruence that affected moral voice, such that ethical leadership had the strongest positive relationship with moral voice.

Ko et al; (2018) explored how ethical leadership and formal control systems influence employee opportunistic behavior. Formal control systems are an organizational tool that may be used to eliminate or reduce potential conflicts and opportunistic behavior (shirking, cheating, and with holding helpful action). Data collected from Chinese employees (n=430), the authors conducted regression analysis to test hypothesized relationship between ethical leadership and formal control systems and employee opportunistic behavior. Finding of the study revealed that both ethical leadership and formal control systems individually play roles in reducing employee opportunistic behavior.

Hussain (2018) explored the contribution of decent work situation to work life balance of small entrepreneurs. As long as we consider the informal sector, small and medium-sized enterprises play a vital role in economic development, in developing nations.in this use of 800 sample with a maximum interaction of 3000 samples for bootstrapping analysis for the model. We used partial least square (PLS), structural equation modelling (SEM) with a goal to investigate the degree and magnitude of the relationship of the constructs which have been used in a form of path modelling. It was found that social dialogue and stability and security of enterprise have the most significant effects in ensuring work–life balance of an enterprise and social dialogue among entrepreneurs has influence in maintaining decent working hours and fair treatment at workplace.

Karim & Nadeem (2019) this study focused on the multiple dimensions of ethical leadership and examined the association of these dimension with outcomes such as job satisfaction, organization commitment, cynicism, and job embeddedness these are dependent variable and demographic variables, were controlled for in the structural model while testing the hypotheses. Data were collected from 585 employees of public and private sector using questionnaire surveys in Pakistan. A commonly used technique for collecting data from a large population and a confirmatory factor analysis (CFA) was conducted to test the factor structure of ethical leadership in this study. It was suggested that impact of the various dimensions of ethical leadership, particularly of integrity and sustainability can help is measuring job satisfaction.

Kia (2019) examined of the paper the mediating effects of organizational identification, customer-oriented behavior, service climate and ethical climate on the relationship between ethical leadership and hypotheses were tested using a two-wave survey study of 233 bank employees in Australia. And data collected in this study were firm a bank in 2018 and to test the hypotheses use of ordinary least square further use of mediation regression analyses. The

Cronbach's α for ethical leadership was 0.90. Finding from this study revealed that ethical leadership was positively related with customer-oriented behavior among employee.

Shafique (2019) discussed how ethical leadership influences employees' creativity and organizational innovation. Ethical leaders significantly influence work attitudes and behaviors such as voice behavior, moral identity and organizational citizenship behavior. Workplace environment is a major determinant of one's creativity. The values of means, standard deviations and α coefficients, as well as correlations amongst all individual-level variables, are displayed. The study tested hypothesized relationships by conducting a survey-based field study using a sample of 322 employees and corresponding leaders from small-sized software development information technology (IT) firms. Employee creativity rated only by leaders might result in more/less inflated rating for more/fewer favorite employees. It was found that ethical leadership affects employee creativity through knowledge sharing and psychological empowerment. At the organizational level, the results revealed that ethical leadership is positively associated with organizational innovation directly. It was concluded that ethical leadership is equally important in fostering creativity and enhancing innovations for new startups.

Li and Bao (2019) examined ethical leadership's effect on follower's positive work behavior, as mediated by prosocial motivation and moderated by job autonomy. Job autonomy moderates the relationship between ethical leadership and prosocial motivation as well as the indirect effect of ethical leadership on positive work behavior via prosocial motivation. Two-wave survey data were collected from 200 Chinese employees working in various industries. A hierarchical regression and a bootstrapping test were used to test the hypotheses. It was found that ethical leadership is positively related to followers' positive work behaviors, and prosocial motivation partially mediates this relationship.

Ahmed and Umrani (2019) investigated the impact of ethical leadership style on employees' job satisfaction with a mediating role of green HRM and psychological safety in health sector organization. A convince sampling technique was adopted to achieve the aims of this study. Data were collected through pencil/paper questionnaires from the respondent (n=177) working in a public sector healthcare organization of Pakistan. Cross sectional in nature which may have the risk of common method bias and focus of the study public sector health organization. To assess the adequacy of the scales used, confirmatory factor analysis (CFA) was employed using AMOS. Green HRM can lead to job satisfaction. Pro-environmental policies and

practices in the organizations have an intrinsic advantage of triggering positive non-green behaviors among employees, particularly, in the healthcare industry.

Ahmad et al; (2019) explored employee well-being is an important topic in the management literature with many efforts devoted to understand the factors shaping it as well as changes to enhancing it in the work environment and aims to investigate the relative effects of ethical behavior of leadership and unethical behavior on employee well-being through the application of the conservation of research theory. This study was conducted in the contexts of Pakistan by seeking views of 330 employees in academic work settings. This study used a cross-sectional survey design to gather primary data in the real-work setting within the university sector to test the hypotheses. Highlight of this paper ethical leadership is associated with higher employee well-being undermined, but also the positive leadership process is hampered. It was found that occurrence of unethical behaviour plays a more potent role than ethical behaviour in shaping employee well-being, furthermore support to the conservation of resources theoretical perspective by reiterating the salience of resource loss over resource gain in shaping employee well-being.

Asif et al; (2019) explored the relationship among ethical leadership, affective commitment, work engagement, and employee creativity. Leadership is the most influential element of work engagement and employee creativity because leaders establish a healthy work environment where employee feel more motivated and self-satisfied with the help of their positive behaviors and ethical leadership has also a positive impact on work engagement and employee creativity. Data collected from 233 Chinese public sector employees and Confirmatory Factor Analysis (CFA) and structural equation modeling (SEM) to analyze the data. Finding of this paper revealed that positive relationships between Ethical leadership and Work engagement and with Ethical leadership and Employee creativity. The study further revealed that Affective commitment partially mediates the Ethical leadership -Work engagement relationship, while both Affective commitment and Work engagement fully mediate the relationship between Ethical leadership and Employee creativity. Testing these relationships via a multiple-mediated approach significantly contributed to the existing research on leadership and suggested for the study could address this issue by obtaining data from experimental and longitudinal research in different industries.

Quakouak and Zaitouni (2020) investigated how ethical and emotional styles of leadership influence employee motivation and thus job performance and identifies two main sources of

motivation: intrinsic and extrinsic, intrinsic motivation include curiosity, satisfaction, interest involvement, and positive challenges include non-monetary benefit, whereas monetary bonuses, certificates, prizes, awards and punishment are all considered extrinsic incentives. Empirical study was conducted in the public sector in Kuwait and 607 employees participated in this study and structural equation modeling technique were used for testing the casual relationship between constructs. It was found that both ethical and emotional leadership enhance employee motivation and employee motivation has a positive impact on job performance.

Hsieh (2020) explored how ethical leadership and coworker ethical behavior will influence employee unethical pro-organizational behavior. In particular the authors examine the mediating effect of moral disengagement on the relationship between ethical leadership and also investigate the moderating effect of co-worker ethical behavior on the aforementioned effect. Data were collected from 251 employee-coworker dyads from five organization's in Taiwan at two time points. All data measures using a seven-point Likert Scale and confirmatory factor analyses (CFA). It was found that importance of creating an ethical work environment to get everyone behaving ethically in workplace, because nurturing an ethical atmosphere in organizations will be useful in reducing the occurrence of unethical pro-organizational behavior even for those who have high level of moral disengagement.

Rahaman (2020) analyzed the organizational change is not only vital for getting competitive advantage and maintaining the growth of a company but also for performance improvement. Employees often show resistance to change. Ethical leadership plays a vital role in encouraging and maintain awareness for ethical value and individual's integrity in situations where ethics are easily overlooked. The authors conducted a two-source cross-sectional survey involving 144 matched pairs of employees and coworkers from a range of organizations and participants invited from different sector, medical, education, public service and manufacturing of a Western European Country. Analysis the data use of Confirmatory Factor Analyses (CFA) model. It was found that the effect of change commitment on employees' dysfunctional resistance as well as the indirect effect of ethical leadership on employees' dysfunctional resistance through change commitment are stronger when there is little change information

Asif et al; (2020) investigated the relationship between ethical leadership affective commitment, work engagement, and employee's creativity. Moreover, researchers believed that employee creativity is significantly related to organizational success and organizations are

seeking ways to foster it among their employees. Data were collected from 233 chines public sector employee in three separate waves and using structural equation modeling. It was found that ethical leadership influences affective commitment and work engagement which subsequently induces followers to exhibit creativity in their work and reveal that both affective commitment and work engagement play a pivotal role through which ethical leaders can enhance their followers' creative behaviours.

Cetin (2020) investigated the links among different forms of religiosity, family cohesion and ethical leadership in family firms operating in Turkey. The study is conducted on 51 family firms operating in Istanbul and contribution of this study is to demonstrate the relationship between the variables both perceived by family members and non-family members. Confirmatory factor analysis (CFA) and reliability statistics were used for ascertaining the dimensionality and factor structure of the constructs and correlation analysis, structural equation modeling, were used for investigating the relationship among variables. Finding of the study demonstrated that family cohesion, intrinsic religiosity and spiritual wellbeing-oriented religiosity were positively, while secular religiosity was negatively related with ethical leadership levels rated by family member managers.

Khan et al; (2020) examined of this study was to the influence of ethical leadership on moral motivation of teachers in the school of Pakistan. Data collected (n=174 teachers) from 25 schools in the city of Islamabad, participants include 156 female and 18 male aged 23-37 years. The scenario-based experimental design was used to study the effects of ethical leadership style and its components on moral motivation sourced. Finding from the study using rewards and punishment can negatively affect and subordinate's intrinsic moral motivation, while avoiding these behaviors can support moral motivation in the absence of rewards.

Freire and Bettencourt (2020) explored the mediating effect of the work family conflicts in the relation ethical leadership and job satisfaction. The added value of this empirical study lies in the mediated role of the work-family conflict in the analysis of the relationship between ethical leadership and job satisfaction. A cross-sectional questionnaire was applied to a convenience sample of 234 nursing professionals working at different Portuguese public hospital units. Regression analyses indicate that there is a positive relationship between ethical leadership and satisfaction and a negative relationship between ethical leadership and the nurse's work–family conflict and confirmatory factor analyses (CFA) was conducted. It was suggested that the study should address the role that ethical leadership plays in the family

spillover onto work and additionally, include extra-work activities beyond the family, such as participation in volunteering, physical and other leisure activities.

Ozsungur (2020) revealed the effects of ethical leadership on work engagement, intrapreneurship and sample that consisted of 568 employees in chambers of commerce and industry operating in Turkey and effects of ethical leadership on work engagement, intrapreneurship and service innovation behaviour with a qualitative method based on social exchange theory and phenomenological research method was adopted in this research. It was found that ethical leadership, work engagement, intrapreneurship and service innovation behavior and the common theme proposed by the participants was management, ethical leadership and human resources.

Huang and Shen (2020) highlighted of the study roles of basic need satisfaction and gender in the consequences of decent work perception in the workplace. The theoretical model was tested using two-wave investigation data collected from a sample of 349 employees and 85 supervisors in Southwest China. Concluded that study decent work perception was positively related to voice behavior, and this relationship was partially mediated by basic need satisfaction and addition, the relationship between decent work perception and basic need satisfaction as well as the indirect effect of decent work perception on voice behavior via basic need satisfaction was stronger for men than for women.

RESARCH GAP:

On the basis of above literature review it is observed that most of the studies on ethical leadership, employee creativity and work environment have been conducted at global level and few studies are conducted in India. But none of the study seems to have touched the areas relating to ethical leadership, employee creativity and work environment in the industrial sector at national level in India. The present study proposes to fill the gap in the existing literature.

OBJECTIVE OF THE STUDY

- To analyze the extent of ethical leadership, employee creativity and work environment prevailing in industrial sector.
- To study the effect of demographic variables on ethical leadership, employee creativity and work environment.
- To study the effect of ethical leadership on employee creativity.
- To study the effect of ethical leadership on work environment.

- To study the relationship among ethical leadership, employees' creativity and work environment in the selected united of industrial sector.

RESEARCH METHODOLOGY:

This study will concentrate on the effect of ethical leadership on employee creativity and work environment in the industrial sector. The proposed research methodology for this study as follows:

Sampling Plan – it includes sampling unit, sample size, nature of data, research instruments and statistical tools to be used to carry out the research. It includes the following:

The targeted respondents for the study will be employees working in industrial sector of India.

Sample size – A sample of 400 employees working in the industrial sector will be taken for the study. The twenty employees working in each industry will be taken from each industrial unit by using random or convenient sampling.

Sampling area – Sample data will be collected from employees working in industrial sector of India

Type of Data – the data for the study will be collected from employees' working in industrial organizations. So, the nature of data collected for the study will be primary.

Research Instrument – the data for the study will be collected with the help of structured questionnaire.

Statistical Tools: – in this study various statistical tools such as mean, regression analysis, factor analysis etc. will be used. The data will be analyzed on SPSS software. Any other relevant advanced statistical technique will be used depending on the nature and availability of data.

SCOPE AND RELEVANCE OF THE STUDY

The present study aims at analyzing the effect of ethical leadership on employee creativity and work environment in the industrial sector. The employees working in the different industries will be included in the study. It will cover all relevant dimensions relating to ethical leadership, employee creativity and work environment in the industrial sector. Moreover, it will provide managers with insights to create a favorable organizational environment. Conclusion drawn from this study will be prominent use to the employees, organizers, researchers and students studying in this field**.**

CHAPTER SCHEME:

CHAPTER 1

INTRODUCTION: This chapter will deal with conceptual framework and the significance of study.

CHAPTER 2

REVIEW OF LITERATURE: This chapter will provide detailed review based on past studies conducted in the similar area of study.

CHAPTER 3

RESEARCH METHODOLOGY: This chapter will discuss the research process to be followed to achieve the objectives. It also contains information about research design, data collection, statistical tools, sample techniques of data used during the course of the study.

CHAPTER 4

Analyses and Interpretation: This chapter will present an elaborate analyses and interpretation of data collected.

CHAPTER 5

Conclusions & Recommendations: This chapter will present the interpretation and analysis based on research findings of this study**.**

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Signature of supervisor **Signature of candidate**

Signature of Director